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POLICY

ANNUAL REPORT OF THE ADMINISTRATOR FOR 1990 AND PROGRAMME-LEVEL ACTIVITIES

INTRODUCTION BY THE ADMINISTRATOR

I. THE FOURTH UNITED NATIONS DEVELOPMENT DECADE

1. The year 1990 was significant for the United Nations Development Programme (UNDP). It was celebrated as the fortieth anniversary of the organization. It also saw an important affirmation and clarification of the mandate and priorities of UNDP, as embodied in Governing Council decision 90/34 of 23 June 1990.

2. The year 1990 also marked the beginning of a new decade. Behind the symbolism of this chronological milestone there is also a new sense of urgency and purpose in the international community. The sense of urgency is driven by the ever-increasing awareness of the magnitude and complexity of the social, economic and environmental challenges faced by our fragile planet. The sense of purpose is inspired by the knowledge that these challenges must be met and that a window of opportunity may have opened with the thawing of the Cold War, which has dominated international relations for the past 40 years - a period, too, during which a large part of humanity found independence from colonial rule. There is now reason to believe that the 1990s will witness a positive shift from ideological conflict and the threat of military annihilation towards a global effort to bring peace, social justice and a sustainable world ecology to this generation and those of the future.

3. At this historic juncture, the United Nations has become a true forum for the nations of the world to speak with a single voice in the cause of democracy and freedom. But words alone will not make the world a better place: words must be translated into concrete action - and action on a number of fronts. In his report on the work of the United Nations for 1990 (A/45/1), the Secretary-General stated that the "resolution of conflicts, observation of human rights and the promotion of development together weave the fabric of peace; if one of these strands is removed, the tissue will unravel".

4. The 1990s embrace the Fourth United Nations Development Decade, for which the General Assembly, in its resolution 45/199 of 21 December 1990, adopted the International Development Strategy. The Strategy calls for a surge in the pace of growth in developing countries; a development process responsive to social needs which seeks a significant reduction in extreme poverty; an improvement of the international systems of money, finance and trade so as to support the development process; a stronger world economy with sound macro-economic management - both nationally and internationally; the strengthening of international development cooperation and a special effort to deal with the problems of the least developed countries (LDCs).

5. The principal development challenges for the 1990s fall into five areas: the transition to democratic, human development, sustainable development and global environment, disarmament, and new modes of global cooperation. The coming decade offers a new chance to strengthen and to restructure United Nations institutions so that they can best respond to the challenges ahead.

6. This is the background to UNDP activities in 1990 and these are the challenges to which it must respond during the rest of the decade as the principal technical cooperation arm of the United Nations.

II. THE EVOLUTION OF TECHNICAL COOPERATION

7. At the time when the Technical Assistance Board and the Special Fund - the precursor bodies to UNDP - were set up, technical assistance was regarded as important but secondary to capital assistance. This perception has changed substantially during the past 40 years. Today, technical cooperation (as it is now known) is considered to be no less crucial than capital assistance; some would insist that it is an essential prerequisite for the effective use of capital flows.

8. This debate is far from academic. With the added demands of the modernization of the Eastern European economies and the reconstruction requirements of the Middle East, demand for capital is likely to be unusually high. At present rates of interest, it is estimated that the supply of capital would fall short of demand by some $200 billion annually for several years to come. Consequently, interest rates will likely rise until demand and supply are balanced and preference will be given to those borrowers judged able to put capital to the most productive use. This could have serious implications for lower-income countries. They are likely to find it more difficult to attract capital even at premium interest rates, and the costs of debt-servicing, already crippling in many cases, seem set to rise.

9. If lower-income countries are to be able to meet their needs for capital, the building of national capacity to receive and utilize it effectively is indispensable. The successful achievement of this task is the goal of technical cooperation.

10. Technical cooperation is not a static concept. It is constantly evolving. Indeed, the term itself has replaced the earlier term "technical assistance". This change in nomenclature reflects a substantial maturation in the philosophy and process of development and the interaction of the partners in this effort. The landmark General Assembly resolution 44/211 of 22 December 1989 and the Technical Cooperation Guidelines of the Development Assistance Committee of the Organization for Economic Cooperation and Development (DAC/OECD) clearly reflect the current thinking on the subject. This is characterized by:

(a) The recognition that the national goals and priorities of recipient countries form the only basis for cooperation;

(b) The acceptance that technical cooperation must derive from such national aims in a coherent and coordinated way, following a programme approach;

(c) The acceptance by recipient governments of the prime responsibility for the technical cooperation efforts in their countries and their determination to make them effective;

(d) The involvement and participation in the development effort of the entire civil society, i.e., private enterprise, trade unions, employers associations, non-governmental organizations (NGOs) and, in particular, women; and

(e) The conviction that technical cooperation is truly effective only if it is sustainable through the successful creation of national capacity in the recipient country.

11. These principles are embodied in Governing Council decision 90/34 of 23 June 1990, which reaffirmed the UNDP mandate. In brief, national plans and priorities are reconfirmed as the only viable frame of reference for national programming. UNDP is required to promote human development in order that developing countries may attain self-reliance through the building and strengthening of national capacity. This endeavour should focus on the following six areas:

(a) Poverty eradication and grass-roots participation in development;

(b) Environmental problems and natural resource management;

(c) Management development;

(d) Technical cooperation among developing countries;

(e) Transfer and adaptation of technology for development;

(f) Women in development.

12. Governing Council decision 90/34 places UNDP in the forefront of the latest thinking on technical cooperation. The challenge is to put into practice the UNDP mandate in the context of the Fourth International Development Strategy.

13. The year 1990 saw the approval of the first three country programmes of the fifth programming cycle. Another 123 are expected to be submitted for approval during 1991-1992. Through its formal advisory notes UNDP is drawing the attention of recipient governments, to its recently reaffirmed mandate. Based on assessments of past performance and experience - notably the mid-term reviews of the ongoing country programmes - proposals are made for future UNDP cooperation. These take into account the six areas of priority focus specified by the Governing Council, and make full use of the proven comparative advantages of UNDP within the frame of reference of national goals and priorities. To the extent that UNDP advice is reflected in the formulation of the new country programmes, they should be in line with the current thinking on technical cooperation and, more importantly, should result in more focus and impact on critical development areas.

14. The principal aim of UNDP is the self-reliance of nations and individuals. UNDP will promote human development, enhance peoples' skills and capacities, and foster sound environmental management for present and future generations. UNDP encourages governments to give priority to these goals in programming UNDP resources.

III. HUMAN DEVELOPMENT

15. The launching by UNDP of the first Human Development Report in 1990 was an initiative widely welcomed at both national and international levels. It represented a strong reassertion of the guiding principle of UNDP that human beings are at the heart of the development process. Development is for people and can be achieved only by them. The concept of measuring progress in terms of human development rather than by the established criterion of per capita GNP has been well received. The methodological difficulties of building a composite index such as the Human Development Index (HDI) are recognized, as are the problems of obtaining complete and reliable data for the exercise. None the less, this perspective on development has found support in many quarters. Subsequent reports will expand, refine and elaborate on the concept. The report for 1991 examines the extent to which national budgetary allocations reflect human development concerns.

16. Human development has always been a main aim of UNDP but has now been placed under sharper focus. Economic growth is a necessary but not sufficient condition for it. True human development must include access to education, health, employment, shelter, nutrition and human rights. There must be a special focus on women, to enhance the degree of control which they exercise over their lives and to bring them to the level of equality with men which the Universal Declaration of Human Rights and the Convention on the Elimination of Discrimination against Women require.

17. The main programme record of the report (DP/1991/10/Add.1), as well as other reports submitted to the Governing Council at its current session, illustrate the many ways in which UNDP is promoting human development through its activities at the country, regional, interregional and global levels.

18. Two global conferences which took place in 1990 are worth highlighting. The Education For All Conference, held at Jomtien, Thailand, focused attention on the goal of universal literacy. Attended by virtually all countries and co-sponsored by UNDP, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Children's Fund (UNICEF) and the World Bank, the Conference succeeded in raising the priority attached to education - especially primary education - in many countries. The second event was the Global Consultation on Safe Water and Sanitation for the 1990s, held in New Delhi, 10-14 September 1990. Convened at the end of the International Drinking Water Supply and Sanitation Decade (IDWSSD), the Global Consultation pulled together the experience and lessons learned over the preceding ten years and gave clear directions for future actions. Also worthy

of mention are the Regional Workshop on socio-economic challenges for the 1990s: Arab women's contribution to development, held in Cairo, 20-23 May 1990, the Second Regional Conference on Poverty, in Latin America and the Caribbean, held in Quito, 20-23 November 1990, and the Conference on Popular Participation in the Recovery and Development Process in Africa, held in Arusha, Tanzania. These events enhanced regional awareness of human development issues and have resulted in follow-up activities by the formal and informal sectors in the countries covered.

19. The bulk of UNDP funds and activities are concentrated on development issues such as those cited. However, UNDP has to be flexible and ready to answer requests for cooperation in new areas. Sadly, two of them threaten to require ever increasing attention: the human immunodeficiency virus and the acquired immunodeficiency syndrome (HIV/AIDS) and displaced persons.

20. Until recently, HIV/AIDS was seen primarily as a health problem. While this of course remains true, it is increasingly being recognized also as a socio-economic problem of devastating proportions. It portends the spectre of large numbers of people, usually in their peak productive years, being lost to society and to the economy. Apart from the human tragedy which this represents, the social and economic impact will also be considerable: several countries will lose a sizable proportion of their skilled adults. In some African cities, it is estimated that at least 30 per cent of adults are HIV/AIDS positive. A growing number of adults becoming affected are women. Because of this, infants are increasingly becoming infected and children are being orphaned. UNDP is already working with the World Health Organization (WHO) in fighting the spread of this scourge through the WHO/UNDP Alliance to Combat AIDS. Other agencies and bodies of the United Nations system being encouraged to join.

21. Initiatives are being undertaken on all continents to create and heighten awareness of the threat which is posed by HIV/AIDS. For example, UNDP, the World Bank and the WHO are working together in Uganda to assist the National AIDS Commission in developing a community-oriented, multisectoral HIV/AIDS strategy. UNV has helped prepare projects in Malawi, the United Republic of Tanzania, Zaire and Zambia to provide community-oriented support to those directly affected by HIV/AIDS. In Asia and the Pacific, country and intercountry workshops now are under preparation. They will involve policy makers, national and regional institutions, community-based groups and the private sector in addressing the socio-economic aspects of the pandemic.

22. A Policy Adviser to the Administrator on HIV/AIDS has been appointed to provide policy, programme and technical advice to the organization on the social and economic dimensions of this tragedy.

23. Migration is emerging as an important item on the international agenda. The phenomenon is as old as humankind itself, but the causes and the scale - especially its potential scale - are becoming a major global concern, as many migrants are refugees or internally displaced persons. The causes of their distress are political, economic, and increasingly, environmental. It is

estimated that there are 15 million refugees and 14 million displaced persons; three quarters of them are thought to be women and children.

24. The United Nations has been playing an increasingly leading role in caring for refugees and catering to their needs. The Office of the United Nations High Commissioner for Refugees (UNHCR) has been the prime agency, collaborating with others, notably UNICEF and the World Food Programme (WFP). The developmental problems posed by refugees, displaced persons and returnees were recognized by the Governing Council in its decision 90/22 of 22 June 1990. UNDP is called upon to collaborate with UNHCR and other relevant United Nations organizations in the relief, rehabilitation, reconstruction and long-term development of areas affected by massive population displacements in accordance with its development mandate.

25. A Senior Adviser to the Administrator has been appointed to assist UNDP in assuming its new and exacting responsibilities regarding refugees, returnees and displaced persons.

26. The Gulf crisis and subsequent events have already tested the ability of UNDP to respond to the needs of such people. The results so far have been positive, especially in the early stages of the crisis, when Jordan faced the influx of hundreds of thousands of persons. More recently, massive human displacement on Iraq's borders with the Islamic Republic of Iran, Kuwait and Turkey has required an effectively coordinated response from the United Nations system. A significant contribution from UNDP involves the deployment of United Nations Volunteers (UNV) specialists in camp management, logistics and paramedical services. At the headquarters level, the Senior Adviser is part of the United Nations coordination arrangement for humanitarian relief, while the Resident Representative in Iraq, in the capacity of Resident Coordinator, is called upon to ensure the effective coordination of the response of the United Nations system to humanitarian needs.

27. UNDP is also involved in refugee situations in a number of African and Asian countries, as well as in Central America. For example, in June 1990, UNDP and UNHCR co-sponsored an international meeting in New York of the International Conference on Central American Refugees (CIREFCA). It generated pledges of over $90 million from the international community for the development needs of uprooted populations in the region. These examples illustrate the global nature of the problem; unfortunately, the full list is much longer. (UNDP role and performance in this area are reported on in document DP/1991/20.)

28. With the world's population expanding at the rate of about 100 million each year and the capacity of the planet to sustain existing numbers already under strain, there is a distinct prospect of larger flows of migrants - whether impelled by civil strife or environmental deficiencies. This prospect underlines the double imperative of improving economic and social conditions in the affected countries while placing development on an environmentally sustainable basis. The ability to assist the victims of the upheavals which will inevitably occur is also of paramount importance.

29. UNDP concern for human development has not only drawn it into new areas such as HIV/AIDS and displaced persons, but also into the sensitive area of human rights. In Paraguay, UNDP is cooperating in the establishment of the Centre for Human Rights. In Colombia, it is working with the Presidential Office for the Defence, Protection and Promotion of Human Rights to develop programmes to defend the rights of women, children and marginal groups. UNDP responded to a call from Haiti to assist it in organizing and holding the country's elections in 1990. This included the mobilization of UNV specialists drawn from countries in the Caribbean. As human rights move higher on the agenda of the international community, it is anticipated that UNDP will be required to become more involved in helping to promote and upholding them. In fact, the main task of UNDP is in pursuit of the right to development, confirmed as an inalienable human right by the General Assembly in its proclamation of the Declaration on the Right to Development, contained in the annex to resolution 41/128 of 4 December 1986.

IV. SELF-RELIANCE

30. Self-reliance has also long been an aim of UNDP. Over the past four decades, a good number of countries have moved closer to that goal through the acquisition and absorption of skills and technologies, often with the cooperation of UNDP. Self-reliance should not be confused with self-sufficiency. The latter is neither possible nor even desirable in today's interdependent world. Self-reliance means being able to control, manage and adapt to situations as they evolve without dependency on others. It is to this end that the building and strengthening of national capacity have been stressed. In this context, emphasis has always been placed on institution-building. This may be a necessary condition for capacity-building but alone is not sufficient. Institutions are effective only if they reach out to the people and programmes which they are designed to serve; they must be able to evolve and develop in order to meet the new challenges which are constantly arising.

31. For many years, technical cooperation centred on the public sector, in particular on governments. It is now accepted that national capacity has to be built in all sectors throughout society. The energies and the capabilities of the private and informal sectors have to be tapped and nurtured. In recent years, UNDP has embarked on a number of initiatives aimed at promoting the private and informal sectors. The aim is to enable them to play their rightful role in development and contribute to the strengthening of national capacity. In Tanzania, for example, UNDP and the Industry Council for Development collaborated to set priorities for the integration of the private sector in the national development effort. This led to the establishment of the Tanzania Chamber of Commerce, Industry and Agriculture.

32. UNDP support to governments includes entrepreneurship development and the design of supportive policies and institutional and regulatory frameworks that encourage the growth of small and medium-sized enterprises. It also includes the increase of financial flows through investment promotion and capital

market development, as well as the provision of other technical support services. The publication of guidelines on privatization and the establishment of a data base on entrepreneurship development programmes are two recent initiatives sponsored by the interregional programme.

33. Development is a complex, multi-faceted process calling for responsive and responsible management. It goes beyond the management of departments and enterprises and helps governments promote human and sustainable development and manage scarce resources efficiently. UNDP, through its main programme and through its Management Development Programme, is helping to strengthen management systems and skills in both the public and the private sectors. For instance, an international seminar was held in September 1990 in Ulaanbaatar, Mongolia, to identify strategic choices and policy issues for the economic restructuring of the country, which is in transition from central planning to market orientation.

V. ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

34. The environment has become a major national, regional and global preoccupation. The threat of nuclear conflict may have receded but the threat of environmental disaster advances, driven by the inexorable increase in human population and the unsustainable exploitation of the planet's natural resources, especially in higher-income countries. The United Nations Conference on Environment and Development (UNCED), to take place in Brazil in 1992, is widely regarded as one of the most necessary and important international conferences to be held in many years. UNDP is an active participant in the preparations for the Conference. It has co-sponsored regional initiatives to heighten awareness of the issues and has published such papers as "Our Own Agenda", for the Latin America and Caribbean region and "Greening Development" in the Asia and Pacific region. UNDP is also assisting 50 governments and 20 NGOs with their preparatory work.

35. UNDP, together with the World Bank and the United Nations Environment Programme (UNEP), is a partner in the Global Environment Facility (GEF), established in 1990, which aims at raising more than $1 billion over the first three years. The issues to be addressed by GEF are global warming, biodiversity losses, international water pollution and ozone depletion. UNDP will play a key role in ensuring that the strategic planning maximizes the complementarity between developmental and environmental concerns. It will organize studies and assessments to serve as a basis for these strategies and will help organize technical cooperation to create and implement them. Special attention will be given at the country level to institution-building and training.

36. Apart from projects specifically designed to address environmental issues, all UNDP projects are reviewed for their possible environmental implications. Environmental management guidelines towards a sustainable environment have been elaborated, to be taken into account in the programming of UNDP resources. In addition, an international network for sustainable

development has been set up. One noteworthy initiative is the signing of an agreement between the Royal Government of Bhutan, the World Wildlife Fund and UNDP to establish and manage a Trust Fund for Environmental Conservation, the interest from which will be used to finance programmes for the conservation of Bhutan's largely intact natural environment. In return, the Royal Government has undertaken to maintain its forest cover at the present level of 60 per cent of total land area.

VI. HUMAN AND SUSTAINABLE DEVELOPMENT

37. In a very real sense, human development and sustainable development go hand in hand. A decent life requires a healthy and well-managed natural environment. The latter, in turn, depends on an educated and enlightened human population which understands and accepts the need to establish and maintain a balance between its numbers and the ecology which supports it. Illiterate, hungry, unemployed and unempowered people cannot be expected to put the preservation of their physical environment above their own pressing struggle to survive.

38. Lower-income countries will need to reduce population growth, improve their economies, restore or maintain ecological balance and improve human development. Higher-income countries must address issues such as global pollution (to which they contribute disproportionately), restrictions on imports from and promotion of arms sales to lower-income countries, and the deficiencies in their own human development. We all live in a single, tightly-knit world. If development is defined in human rather than material terms, no nation can claim to be fully developed; it is more accurately a question of where each country finds itself on the spectrum of human development and in the stewardship of its natural resources and the global commons.

VII. PARTNERS IN TECHNICAL COOPERATION

39. Governments and the United Nations development system - UNDP and the specialized agencies together - are partners in technical cooperation. In the past few years, governing bodies have called for a redefinition of the roles of the various partners of the development system, including a renewed emphasis on the technical focus of the specialized agencies. New arrangements relating to agency support costs, currently being elaborated for introduction in 1992, reflect these changed emphases.

40. The new support costs arrangements recognize the primacy of governments in the management of all programmes and projects. In addition, they seek to empower governments to exercise their choice in the manner of formulation and implementation of programmes and projects. Specialized and other agencies will be involved in the various stages of technical cooperation. The degree of their involvement will depend on the specific needs of a government.

VIII. TARGETING TECHNICAL COOPERATION

41. The dual challenges of human and environmentally sustainable development are daunting. They demand hard political decisions and vast resources, including a shift in their allocation (the Human Development Report 1991 indicates and illustrates the implications of such a reordering of priorities). It is essential to ensure that UNDP resources, contributed voluntarily, and amounting to about $1 billion for 1991 are targeted effectively and utilized efficiently.

42. Successful development depends on national commitment and effort. External inputs can have a positive impact only if those conditions exist. Human and financial resources must be generated primarily at the national level. Experience has shown that a country's ability to sustain and benefit from technical cooperation is directly related to the adequacy of the local resources that are available to absorb such outside help. Local manpower and funds are often in short supply. It is crucial that they not be diverted from critical national programmes.

43. UNDP received a growing number of requests for assistance in determining priorities for technical cooperation. The round-table mechanism has been found effective for this purpose, as was confirmed by the Second United Nations Conference on the Least Developed Countries, held in Paris in 1990. However, greater emphasis needs to be placed on its role in capacity-building.

44. National technical cooperation assessment and programmes (NaTCAPs) are under way or planned in some 30 countries, mostly in Africa and, increasingly, in Latin America and the Caribbean. A recent independent evaluation of the NaTCAP exercises judged them to be an important prerequisite to the rational programming of technical cooperation - provided that the identification of technical cooperation needs derive from a thorough assessment of human resource development needs. In addition, the entire donor community should ideally be committed to the NaTCAP exercises.

45. One of the comparative advantages of UNDP is its ability to render impartial advice on policies and strategies for sustainable, medium- and long-term development - especially on multi- or cross-sectoral issues. Similarly, technical impartiality in the selection of technologies is sought and expected from a multilateral rather than a bilateral source.

IX. COORDINATION

46. Coordination of external cooperation is the responsibility of the government concerned. UNDP has been mandated to help governments, at their request, in carrying out that function. Both the round-table mechanism and NaTCAPs facilitate the coordination process. In 1990, five round-table meetings were held and 12 sectoral follow-up meetings were organized. The annual development cooperation reports, prepared at the country level by UNDP offices, are often used as important references by other technical cooperation

partners. The reports for 1989, issued in 1990, incorporated improvements based on feed-back from earlier issues. The latest reports have been well received.

47. In addition to facilitating the coordination process, UNDP, with the agreement of the governments involved, seeks to mobilize other external resources to complement its own. When successful, this not only enhances the resource flow to the country but also ensures the coordination of the various contributions by binding them to agreed programme goals. This role is especially important in countries where UNDP resources alone are insufficient to have significant impact. In 1990, cost-sharing resources totalling more than $130 million were committed to UNDP programmes and projects. Of this amount, over half was generated in the Latin America and Caribbean region.

48. Coordination among the organizations and agencies of the United Nations system is sought through a number of forums and arrangements, and UNDP is an active participant in these exercises at headquarters and in the field. Of particular note are the efforts of the Joint Consultative Group on Policy (JCGP) consisting of the International Fund for Agricultural Development (IFAD), UNDP, the United Nations Population Fund (UNFPA), UNICEF and WFP. Special attention is focused on the harmonization of programming at the country level. The representatives of the participating funding organizations meet under the team leadership of the Resident Coordinator to explore ways in which their individual programmes can be complementary and mutually reinforcing.

49. In elaborating the country programmes for the fifth programming cycle, governments are urged in UNDP advisory notes to integrate as far as possible the programming of all the funds and special activities which are the responsibility of the Administrator, for example the United Nations Capital Development Fund (UNCDF), the United Nations Sudano-Sahelian Office (UNSO) and the United Nations Development Fund for Women (UNIFEM).

X. COST-EFFECTIVENESS

50. Cost-effectiveness requires that resources be utilized efficiently. This aim is pursued by keeping non-programme expenditures to a minimum and by striving to provide programme inputs at the least cost while assuring quality and performance.

51. The Administrator has always sought to hold the costs of supporting the Programme to as low a level as the effective functioning of the organization will permit.

52. Given the anticipated rate of increase in contributions, and the inevitable rise in unit staff costs, a reduction in the availability of resources for the Programme is foreseen. To offset this eventuality, and to reflect the rationalization of functions and staff posts, the Administrator has reduced in real terms the headquarters core budget for the biennium 1992-1993.

53. With the aim of enhancing cost-efficiency, an important review of the UNDP senior management structure was initiated late in 1990 by an independent management consultancy firm. The consultant's report and the Administrator's comments will be reviewed by the Governing Council at its current session. The consultant's report emphasizes the strengthening of strategy formulation and focuses on programme development and on a new management profile for the Regional Bureaux involving the establishment of Division Managers.

54. The Administrator has always placed emphasis on the importance of staff training. In 1990, approximately 3,500 staff members were trained in the field offices and at headquarters. The new Management Skills Programme was introduced, exposing all senior staff to up-to-date approaches to management.

55. In seeking to maintain cost-efficiency, UNDP is making greater use of national expertise and consultancies and has increased in-country training and fellowships in developing countries as well as twinning arrangements. Moreover, other modalities established to mobilize expertise - such as the Transfer of Knowledge Through Expatriate Nationals (TOKTEN), the promotion of Technical Cooperation among Developing Countries (TCDC), UNV and the United Nations International Short-term Advisory Resources (UNISTAR) - also represent effective and appropriate ways to respond to technical cooperation needs.

XI. UNDP IN THE 1990s

56. UNDP is known primarily as a funding agency for technical cooperation and, indeed, this accounts for the bulk of its activities. However, in recent years it has increasingly taken on the role of partner in the policy dialogue, both in international forums and at the national level. The Human Development Report is one initiative designed to carry forward that dialogue. The DAC Technical Cooperation Guidelines, referred to earlier, have also benefited from the unparalleled store of experience of UNDP in more than 150 countries and territories.

57. Perhaps more than any other arm of the United Nations, UNDP has been subject to regular review and assessment. In consequence, it has evolved considerably over its 40 years, reflecting the changes in the world as well as the latest perceptions and requirements of technical cooperation. As the 1990s unfold, UNDP is fully abreast with the current concerns and thinking on development and is ready to tackle the daunting yet exciting challenges of the decade.